MOTION BY SUPERVISOR SHEILA KUEHL   October 9, 2018

Improving the County Hiring Process

Over the years, the County has conducted numerous studies and implemented various recommendations in attempts to continuously improve human resources processes in the areas of recruitment, selection, hiring, and retention of talent. The Department of Human Resources (DHR) has made considerable progress in these areas.

In recent years, DHR has implemented an end-to-end applicant tracking system and has worked to steadily reduce exam cycle time, defined as the time between (a) the date an exam is closed to applications (exam close) to (b) the date that a civil service hiring list is produced (list promulgation). For exams administered by DHR, including master calendar exams (hiring for a specific job classification, used in multiple departments) and non-master calendar exams (hiring for a specific job classification, used in a single department), exam cycle time went from 97 days in Fiscal Year (FY) 2015-16 to 78 days in FY 2016-17 to 71 days in FY 2017-18. Exam cycle time, for non-master calendar exams administered by DHR, is currently 49 days.

<u>MOTION</u>

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Exam cycle time data is unavailable, however, for exams administered by departments, which constitute the majority of County exams. In addition, job-seekers see the problems very differently. For them, the more important metrics are related to how long it takes to get a County job, from the date of application to employee start date. This information is likewise unavailable, whether for exams run by DHR or exams run by departments.

DHR recently issued a memorandum dated August 20, 2018, entitled "Hiring Innovation Project Enhancements." The memorandum identified four areas in which DHR has made improvements in examinations and eligibility list management, aimed at reducing the time to hire candidates. The improvements include: (1) expediting the review of applications, (2) distributing eligibility lists more widely to County departments, (3) accelerating the process to canvass reachable candidates, and (4) continuing to improve the Human Resource Assessment Program, in which DHR reviews and updates the various human resource functions delegated to departments.

These efforts are noteworthy, but still warrant additional attention. The County must quantify the outcomes of these, as well as other, process improvements that may be needed. We need to know if we are reducing the time it takes to hire candidates from outside the County and what improvements have been made to the time it takes to hire both external and internal candidates. If the reported enhancements are not actually effective, they must be re-evaluated. At a minimum, the County must capture the "pre" and "post" metrics on these enhancements and must improve our ongoing metrics on the overall exam and hiring processes.

I, THEREFORE, MOVE that the Board of Supervisors (Board) instruct the

Director of Personnel, in collaboration with the Chief Executive Officer, to:

1. Provide a quarterly exam metrics report and/or a quarterly exam

   dashboard to the Board, beginning on February 1, 2019, that reflect the

   following preliminary metrics, for exams administered by DHR:

   a) The average time to complete exams, from date of exam request to list

      promulgation,

   b) The average time to hire, from a job candidate's perspective, from time

      of application submittal to exam close, to list promulgation, to

      conditional offer, to employee start date.

2. Provide the same metrics report and/or dashboard, beginning on May 1,

   2019, for exams administered by departments, including any

   recommendations on updating or adjusting exam and time-to-hire metrics.

3. Provide an assessment, based on demonstrated impacts, of the process

   improvement efforts identified in the DHR memorandum dated August 20,

   2018, entitled "Hiring Innovation Project Enhancements" by May 1, 2019.

I FURTHER MOVE that the Board of Supervisors instruct the Director of

Personnel, in collaboration with the Chief Executive Officer, to include in the February 1,

2019, report back:

   A. Identification of all steps in the hiring workflow process on exams

      administered by DHR and by departments, from date of exam request

      to list promulgation to employee start date.

B. Recommendations to expedite or eliminate processes, with the goal of reducing the average time from date of application submission to employee hire date, for frequently administered, non-specialty exams.

C. Recommendations on additional actions, analyses or external evaluations needed to improve the County's hiring, recruitment, retention, training and exam functions.

S:KK/Improving the County Hiring Process